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# Bend the Curve CIP-News - January, 2010

Bend the Curve Continuous Improvement Practitioners

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## Mister Market meet Mister Market

— *Walter E. Lowell*



When I first moved to Augusta there was a small market in my neighborhood named Mister Market.

It was very handy and you could purchase most essentials there — milk, bread, meat, canned goods, etc.

It was an easy and frequent stop on the way home. It had been a fixture there for many years, but now is gone and turned into a doctors' office.

It was one of many businesses here that have closed over the years. Mister Market closed because it could not meet the inevitable requirements of the market place - the other 'Mister Market'.

The real Mister Market is governed by laws as exacting and natural as found in any science.

The first, of course, is that for any company to be viable, revenue must equal or exceed expenses.

Accede to this law or fail.

It is even true for you and your household.

The idea behind any company is to produce something of value that someone is willing to pay for and to produce it as cheaply as possible so that the price paid by a customer is deemed by them to be reasonable and fair.

Since others can and do produce the same thing, the competition for customers is intense but in the end, the market place determines who succeeds and who fails.

Fundamentally, success or failure is about value and value creation.

Unless, of course, there is government meddling.

If so, the law of the market place does not get repealed — it just gets delayed with the dire consequences we are just beginning to see.

In government we face a different challenge: we have no market to determine value

January 2010

Volume 5, Issue 1

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### Special points of interest:

- Next Clinicals

- › February 19
- › March 19
- › April 16

- DOP 1-5 scheduled for March 22-26



## Printed & Other Matters

*"The requirements for achieving great things are two simple but far from easy steps — wisely choosing which policies to pursue and then executing those policies. The difference between success and failure is execution." (p. xi)*

*". . . the more complex and interrelated the firm's processes, the more important systems thinking becomes." (p.8)*

William D. Eggers and John O'Leary. If We Can Put a Man on the Moon...Getting Big Things Done in Government. Harvard Business Press:Boston Massachusetts. 2009.

### Check out this UK site !!!

If you haven't yet, go to *The Systems Thinking Review: systems thinking in the public sector*. Be sure to listen to the podcast on "Rethinking Lean Service":

[The Systems Thinking Review](#)



## The Ins & Outs of CI-Ps



★ Welcome back! to Michael J. Johnson, who, as you may have happily noticed, has returned to *Bend the Curve* and *Clinicals*! Michael says, "I first became a CI-P as a member of the 1<sup>ST</sup> graduating Class, while employed by the Training & Development Corp. at the Bangor Career Center. Since becoming employed as a member of the MDOL in April, I wanted very much to become involved again, as I believe very strongly in the program and what it can do. I was a member of a similar program while employed by Delta Airlines years ago, and feel that a core group of people with strong ideals and principles can accomplish a lot, when given the tools and the opportunity."

# The Lean Journey of Goodwill Industries of Northern New England — Lynne Gaudette

## Presentation at January 22nd Clinical

Lynne P. Gaudette, Chief Administrative Officer, at Goodwill Industries of Northern New England described the Lean journey the organization first began roughly five years ago when they brought in an external consultant to assist them. This did not work out, and four years later they renewed their efforts, investing \$23,700 in FY 2009 and \$61,395 in FY 2010 (along with soft costs), as well as contemplating establishing a Lean Czar for FY2011. They are beginning to see the results of their investment in Lean, with expected pay-back based on the ROI of Lean operations:

- Rule of Thumb: \$10 for every \$1 spent on implementation
- 1st pass yields up 50-100%
- Production capacity up 300%
- On-Time deliveries of 98-99%
- Positive cash flow
- Wasted time reduced
- Retain or obtain new services

### Strengths & Struggles

#### Way Cool !

- CEO & Mgmt. Support—fully engaged.
- Supports Strategic Plan, Innovation Program, culture change.
- Lean facilitators.
- Hearing the VOC & VOE.
- Elephants uncovered.
- It really ain't rocket science.
- Making it our own.

#### Not So Much

- Start by missing the point.
- Restarting with the hardest process.
- Hostages.
- Identifying measurable results—not just \$\$.
- Time intensive.
- Patience.

Since government has no competitor, the value of a product or service is not determined by the Mister Market but by what government says it is.

We would like to think otherwise, but government sets the value and determines the cost.

Demand, for example, is rarely ever met with adequate supply.

Not a particularly happy thought, is it?

Why?

It begs this question: who is to say what the cost of government is or should be?

Every [state](#) in the nation is now faced with this question.

Their answer seems to be: Less;

Less money, less service, less employees.

And, you would think, less government.

Well, here in Maine that will be the case, but data from our [national](#) government shows that government at the [federal](#) level, at least, is the biggest growth sector in the current economy.

So why is this occurring at the federal level and not here at home? A good question to ponder.

We are in the early stages of a huge change – call it a revolution – in this state as well as the country if not the world.

It is the inevitable laws of Mister Market that brought us here. Re: Revenue must equal or exceed expenses.

As the laws of Mister Market do their work in the economy, they inevitably impact State budgets.

In a new century and in the beginning of a new decade change is now thrust upon us, in a way not seen in generations, if ever.

This means the old ways of doing business both in the private sector and in government will change.

Strategies for the dealing with this new reality are the same strategies we have been studying, developing, refining, and implementing here at ***Bend-the-Curve***.

They are the same ones developed, refined, and tested in other difficult environments. Environments born of necessity, similar to the one we in government now face.

Doing more with less? Is that possible?

How do you as a CI-P answer?

And what can you do?

— *Walter*



# 2010 Lean Systems Summit — Northeast

Where Government, Services, and Manufacturing Meet

**AN OPPORTUNITY TO JOIN PUBLIC AND PRIVATE BUSINESS AND SERVICE LEADERS TO DISCUSS AND LEARN HOW LEAN MANAGEMENT PRINCIPLES AND METHODS ARE BEING USED TO IMPROVE ORGANIZATIONAL EFFECTIVENESS.**

- Take this opportunity for both the public and service sectors to learn from the manufacturing sector.
- Learn how using Lean systems' methods and practices can make your organization more competitive in a global economy.
- Hear speakers from a variety of sectors, and network with Lean Practitioners.
- Attend breakout sessions to learn LEAN best practices and applications.
- Hear highlights from government, businesses, and organizations where Lean methods and practices are successful.
- Share your organization's knowledge and successes.

**Participants:** Businesses & organizations interested in Lean management and operational principles and methods, including Financial Services, Health Care, Services, Non-Profits, Local & State government, Manufacturing, Construction, etc.

*For Information Contact:* Walter E. Lowell (207-287-4307) [walter.lowell@maine.gov](mailto:walter.lowell@maine.gov)

**Summit Dates & Time:** Thursday & Friday, August 12 & 13, 2010. 8 AM – 4PM  
Portland, Maine

**Pre-Summit Offering:** “Lean 101 – Principles of Lean Manufacturing” An introductory experiential workshop presented by Maine Manufacturing Extension Partnership.  
Wednesday, August 11, 2010, 8:00 a.m. to 5p.m.

## BTC Lean Events

Date	Time	Topic	Location	Contact
<b>Feb 19</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>March 19</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>Mar 22-26</b>	8:15-5:00	DOP 1-5	221 State, Lean Lab	ASD / WEL
<b>April 16</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>May 21</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>June 18</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>July 16</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>Aug 11-13</b>	8:00-4:00	2010 Lean Summit	Portland	WEL
<b>Aug 20</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>Sept 17</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL

\* To add or see more events or detail, go to the Bend the Curve Calendar in Outlook's Public Folders.



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**221 State Street**  
**Augusta, Maine 04333-0011**

**FAX: 207-287-3005**  
**TTY: 1-800-606-0215**  
**Lean Lab: 207-287-6164**

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The primary purpose of the *Bend the Curve* Team is to provide support, consultation, assistance, and leadership in process and other improvement approaches and activities for State staff and work teams as they seek to continually improve their work culture, systems, processes, and environments – in order to meet the mission of the department and the expectations of Maine citizens.

**We're on the net!**

<http://www.maine.gov/dhhs/btc>

<http://www.maine.gov/labor/bendthecurve/>

**Bend  
the Curve**

**Continuous Improvement Practitioners:  
BTC Intervention Facilitation Status**

**More Miller  
workshops &  
DOP 1-5 being  
planned !**

*Additional workshops  
with Ken Miller are be-  
ing planned. We'll keep  
you posted.*

*The intensive introduc-  
tory CI-P Bronze level  
training (DOP 1-5) is  
scheduled for March 22-  
26, 2010.*

*You can also check the  
BTC Calendar in Out-  
look's Public Folders &  
come to the planning  
meetings for both.*

DHHS		DOL		DAFS	
Kate D. Carnes	IA-L	Jorge A. Acero	O	Rae-Ann Brann	L
Nancy Cronin	IA-O	Michael T. Brooker	IA-O	Wendy Christian	IA-O
Nancy Desisto*	IA-L	Deidre A. Coleman	IA-O	Rebecca S. Greene	IA-L
Jane French*	IA-L	Joan A. Cook	CL	Lyndon R. Hamm	IA-CL
James Fussell*	L	Stephen C. Crate	O	Alicia Kellogg	C-O
Marcel Gagne	CL	Arthur S. Davis	L	Billy J. Ladd	CL
Julita Klavins	L	Merle A. Davis	L	Michaela T. Loisel	IA-L
Don Lemieux	C-O	Eric Dibner	O		
Muriel Littlefield	C-L	Peter D. Diplock	O	<b>DOT</b>	
Walter E. Lowell	L	Brenda G. Drummond	IA-O	Michael Burns	C-O
Jack Nicholas*	IA-O	Anita C. Dunham	IA-CL	Jessica Glidden	IA-O
Ann O'Brien	L	Karen D. Fraser	IA-L	Rick Jeselskis	IA-O
Cheryl Ring	C-CL	Timothy J. Griffin	L	Robert McFerren	IA-O
Terry Sandusky	L	Gaetane S. Johnson	IA-O	Sam McKeeman	C-O
Clough Toppan*	CL	Michael J. Johnson	O	Jeffrey Naum	IA-O
Helen Wieczorek*	IA-O	James J. McManus	IA-CL		
		Scott R. Neumeyer	IA-O	<b>DEP</b>	
OPEGA, Legislature		Bruce H. Prindall	IA-L	Carmel A. Rubin	IA-O
Matthew K. Kruk	IA-O	John L. Rioux	L		
		Sheryl J. Smith	C-L		
* Community CI-P		IA - Inactive		C - "Champion for Lean" - not facilitating	
L - Lead		CL - Learning Co-Lead		O - Learning Observer	